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Progress report on the implementation of the recommendations of the report of the Office of Internal Oversight Services on the efficiency of the implementation of the mandate of the Office of the United Nations High Commissioner for Human Rights

Report of the Secretary-General

Summary

The present report is submitted pursuant to paragraph 94 of General Assembly resolution 64/243. It examines the current status of implementation of the recommendations contained in the report of the Office of Internal Oversight Services (OIOS) on the efficiency of the implementation of the mandate of the Office of the United Nations High Commissioner for Human Rights (OHCHR).

Substantial progress has been achieved by OHCHR in response to those recommendations. The Office of Internal Oversight Services already considers that nearly half of the recommendations have been implemented, particularly those relating to the strategic focus of OHCHR and the strengthening of partnerships. Substantial progress has also been noted with regard to the overarching field strategy, work with human rights bodies, internal coordination and communication, and critical work processes.

The target date for full implementation of the OIOS recommendations is the end of 2011. OHCHR has indicated that all recommendations will be fully implemented by then.

* A/66/50.

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I. Introduction

1. In February 2010, on the report of the Fifth Committee, the General Assembly adopted resolution 64/243, in which it requested the Secretary-General to report to it at its sixty-fifth session on the implementation of the recommendations contained in the report of the Office of Internal Oversight Services on the efficiency of the implementation of the mandate of the Office of the United Nations High Commissioner for Human Rights.[1] In 2010 the Bureau of the Fifth Committee approved the presentation of the progress report at the sixty-sixth session of the General Assembly, ensuring time for substantial progress. The present report presents the current status of implementation of those recommendations.

2. The OIOS report recognized that OHCHR had an important role in the promotion and protection of human rights. The recommendations of the report were regrouped according to the following themes: further sharpen the strategic focus to concentrate on activities in which OHCHR has a comparative advantage; develop an overarching field strategy; improve follow-up to findings and recommendations made by the human rights mechanisms, and enhance cross-divisional linkages; strengthen partnerships; and address management challenges, including the improvement of internal coordination and communication and the streamlining of critical work processes.

3. Following the evaluation by OIOS, the Secretary-General, in a note dated 14 September 2009,[2] provided greater context and clarity to the findings. He expressed his appreciation for the evaluation and welcomed the overall conclusion and recommendations of the report. The main comments included the need (a) to remain flexible with respect to strategic planning, as it might be influenced at times by intergovernmental decisions; (b) to acknowledge that the rapid expansion of OHCHR and its field presences, staff deployment, the increased number of peace missions mandated by the Security Council and the requirements of the United Nations country teams had had a bearing on OHCHR decisions on field strategy; (c) to consider that States are primarily responsible for follow-up to the recommendations of human rights mechanisms, while the role of OHCHR lies in the provision of assistance to States, taking also into account the increase in the number of treaties and recommendations; (d) to acknowledge existing partnerships, although OHCHR recognizes that improvements are required in humanitarian contexts, and to improve internal coordination, communication and work processes, through an organizational effectiveness programme.

4. The target date for full implementation of the recommendations in the OIOS report is the end of 2011. OIOS acknowledged, in its semi-annual report of March 2011, that 8 of 19 recommendations had already been implemented by OHCHR (see annex for a summary of recommendations and their implementation status).

[1] A/64/203 and Corr.1.

[2] A/64/203/Add.1.

II. Status of implementation

A. Comparative advantage and strategic focus

5. In the report, OIOS made four recommendations to OHCHR with regard to further sharpening its strategic focus. They included limiting expected accomplishments; establishing linkages among planning documents; balancing resource allocation across divisions and between headquarters and field activities; and improving monitoring and assessment of the human rights situation. OIOS recognized that two of the recommendations had already been implemented, namely, aiming for fewer and more specific planned accomplishments, and identifying ways of improving monitoring and assessment of the human rights situation to better inform strategic decisions. Substantial progress has been made on the other two.

6. OHCHR has recognized the need for further sharpening its strategic focus, identifying organizational priorities and critical activities. The Office has already taken various steps towards implementation. Given the breadth of the OHCHR mandate, its limited resources and the divergent expectations of partners, the strategy inevitably has to remain flexible.

7. Compared to the previous biennium, the strategic management plan for the present biennium (2010-2011) includes fewer strategic priorities, as well as fewer expected accomplishments, which have been standardized between the global and national levels. Addressing the need to improve linkages in the planning process, the strategic management plan has also built on the section of the strategic framework devoted to human rights (programme 19), ensuring a common vision, consistency, coordination and the best possible use of resources in the light of the OHCHR comparative advantage. The formulation of annual workplans by subprogrammes and field presences is based on the strategic management plan and improves linkages throughout. Planning and programming guidelines have been formulated and linkages established across all planning documents, including the strategic framework.

8. The Programme and Budget Review Board of the Office of the United Nations High Commissioner for Human Rights is in the process of examining the allocation of resources to ensure a better balance in relation to strategic priorities and expected accomplishments of field presences and headquarters' divisions. OHCHR has conducted a review of the allocation of extrabudgetary resources, and OHCHR divisions and field presences have already carried out studies to streamline the workload, workflows and budgetary requirements. Those steps have contributed to more clarity on requirements for the allocation of resources for the next biennium.

9. Lastly, the human rights cases database already contributes significantly to standardizing and systematizing reporting related to the human rights situation, while streamlining data collection and training. In addition, a comprehensive methodology for human rights indicators, including an operational guide and indicators on selected human rights, has been developed and validated.

B. Overarching field strategy

10. Four recommendations in the report of the Office of Internal Oversight Services highlighted the need to develop an overarching field strategy which should take into account the various types of field presence; establish entry and exit

criteria; ensure consistency in resources, tools and advice provided to and by field staff; and ensure the effective communication of the strategy to partners. OIOS recognized the substantial progress made thus far on all four recommendations.

11. OHCHR has committed to clarifying its field strategy, acknowledging that the rapid expansion of field presences, including decisions on the choice of field locations and staff deployment, are not dependent solely on OHCHR. Decisions on the establishment of peace missions are often related to decisions of the Security Council and the requirements of United Nations country teams, which have a bearing on staff deployment. In addition, the establishment of OHCHR country presences[3] is always decided on the basis of specific criteria, but the agreement of host countries remains a fundamental pre-condition. Explicit entry and exit criteria are being considered within the context of OHCHR deployment strategy.

12. In May 2010, OHCHR adopted a policy on regional offices, setting out specific objectives and prioritizing activities. An assessment of existing protection strategies in the field produced "lessons learned", which provided insights on OHCHR field strategy and required protection capacity. A policy on human rights advisers developed by OHCHR is currently under review by the United Nations Development Group within the framework of the United Nations Development Group human rights mainstreaming mechanism. OHCHR also endorsed, in March 2011, a draft policy on human rights in United Nations peace operations and political missions. The policy is currently under review by the Department of Political Affairs, the Department of Peacekeeping Operations and the Department of Field Support. All field policies are developed in consultation with partners to ensure improved coordination and coherence among existing field strategies, providing more clarity on human rights field operation objectives and methods. Such policies feed into the overarching field strategy.

13. Lastly, an audit of the structure and functions within the Field Operations and Technical Cooperation Division was completed in April 2011, to increase consistency in advice, resources and information provided to and by the field. Implementation of the audit results is ongoing. Regional consultations are conducted to assess the role and capacity of field presences, the results of which will be mainstreamed into the overarching field strategy. The new performance monitoring system is also expected to provide evidence-based information on the contribution of field presences towards OHCHR strategic priorities and expected accomplishments.

C. Human rights bodies

14. The evaluation recommended that OHCHR improve the effectiveness of its work with human rights bodies by supporting systematic reporting of and follow-up to the recommendations of those bodies, and by fostering more effective internal and external linkages. OIOS recognized in its semi-annual report the important progress achieved by OHCHR on the implementation of the two related recommendations.

15. OHCHR has highlighted that States are primarily responsible for and have the obligation to follow up on recommendations. Nonetheless, the Office has an important role to play in supporting the effective implementation of the recommendations

[3] OHCHR field presences include regional offices, country offices, human rights advisers to United Nations country teams and human rights components of United Nations peace missions.

made by human rights mechanisms, in line with its comparative advantage. OHCHR has taken steps to improve the effectiveness of its work with respect to the human rights bodies, including the launching of an internal evaluation to provide additional insights on the support to follow-up to the recommendations of human rights mechanisms.

16. Steps have been taken to improve the effectiveness of the provision of support and linkages among human rights mechanisms, through greater systematization of the monitoring and assessment of the human rights situation and greater availability of related information. The Human Rights Treaties Division is upgrading its reporting database, including a variety of search options and new information from other human rights mechanisms. The Universal Human Rights Index, a public search engine that includes recommendations from treaty bodies and special procedures, now contains more information, including recommendations from the universal periodic review. The special procedures database on communications is also being upgraded to enhance the working methods and follow-up to the work of mandate holders, through improved availability of information. The databases are also accessible to an increased number of users.

17. Another step to improve monitoring and assessment included the development of technical indicators to streamline follow-up to recommendations by treaty bodies and the universal periodic review. Technical support is provided to Member States and partners to assist in developing and using indicators to facilitate such follow-up.

18. A variety of communication tools to disseminate information relating to the work of the Human Rights Council and its mechanisms were also produced. They include annual reports with facts and figures, quarterly bulletins on special procedures, quarterly newsletters on the work of the treaty bodies and an updated training DVD on the treaty bodies entitled "Bringing rights home". The DVD also contains highlights of Human Rights Council sessions. Regular updates are communicated through such social networks as Twitter and through SMS messaging.

19. Participants at the seventeenth annual meeting of special procedures and at the inter-committee meeting of treaty bodies adopted joint recommendations for future action. At the Inter-Committee Meeting Working Group on Follow-up in January 2011 there was also further fruitful exchange of views between representatives of the treaty bodies and the Chair of the Special Procedures Coordination Committee. Furthermore, collaboration among OHCHR divisions on respective activities has been more frequent since early 2010, through joint meetings.

20. The follow-up to recommendations emanating from the universal periodic review process also offers an opportunity for OHCHR to enhance the work of all human rights mechanisms, through cooperation with States and other national actors such as parliaments, non-governmental organizations and national human rights institutions. The Office has developed a holistic approach to supporting follow-up by States to concluding observations and views of treaty bodies, recommendations of the special procedures, views of the United Nations High Commissioner and the outcomes of the universal periodic review. OHCHR encourages States' efforts to follow up on universal periodic review recommendations, in cooperation with the programmes, funds and agencies of the United Nations system and OHCHR field presences.

21. Lastly, OHCHR supports the development of the capacity of States and national stakeholders to report on the human rights situation. Capacity development aims also to assist States in meeting their respective reporting requirements.

D. Partnerships

22. The OIOS report included six recommendations with regard to strengthening partnerships, including: specifying objectives and modalities for interaction; improving coordination; specifying strategies for mutual complementarities; identifying durable support links to support partnership at the organizational level; clarifying roles and responsibilities for partners; and revising the memorandum of understanding with the United Nations Development Programme (UNDP). On the basis of information contained in periodic semi-annual reports, OIOS considers all six recommendations related to partnership implemented.

23. OHCHR agreed that there was a need to strengthen partnerships and noted the importance of further improving them, particularly in humanitarian contexts, while highlighting the high number of existing partnerships. A number of initiatives to strengthen partnerships are summarized in paragraphs 24 to 37.

24. An important step towards improving coordination and the strategy for mutual complementarities and modalities for interaction has been the establishment by the United Nations Development Group in late 2009 of a dedicated mechanism to mainstream human rights. The mechanism aims to further strengthen system-wide coherence and collaboration, while supporting resident coordinators and United Nations country teams. The main objective of the mechanism is to further pursue institutionalization of mainstreaming efforts and partnerships with United Nations entities, including on thematic issues and on follow-up to recommendations of United Nations human rights mechanisms at the request of countries. Priorities and a workplan for the United Nations Development Group mechanism, co-chaired by OHCHR and UNDP, were endorsed in October 2010.

25. OHCHR also co-chairs, with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Evaluation Group task force on the integration of human rights and gender equality in evaluations. The task force produced a United Nations Evaluation Group handbook, which was endorsed at the Group's annual general meeting in March 2011. In cooperation with the Department of Economic and Social Affairs, OHCHR also co-chairs the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities. Agreement was reached in 2010 on a strategy and a plan of action to make operational the commitment of the United Nations system to support the implementation of the Convention.

26. OHCHR has also been collaborating closely with the United Nations Development Group and the United Nations System Staff College, integrating human rights-based approaches into United Nations Development Assistance Framework formulation exercises. OHCHR jointly launched with UNDP a human rights-based approach portal under the United Nations Human Rights Policy Network, to enhance inter-agency sharing of knowledge and practices on human rights-base approaches. In addition, OHCHR participated in the update of the common framework for action for the global food security crisis.

27. On the humanitarian front, OHCHR continued its active engagement at all levels of the Inter-Agency Standing Committee and the global protection cluster. As an illustration of the value of the Office's contribution to Committee processes, OHCHR has actively participated in inter-agency preparedness, response and recovery, representing an opportunity to integrate human rights analysis and concerns as well as response and recovery efforts into the preparedness and contingency planning of the United Nations humanitarian response mechanism.

28. Training opportunities and briefings on human rights issues are conducted for resident representatives, humanitarian coordinators and senior mission leaders of the Department of Peacekeeping Operations. In addition, training is provided to staff of other programmes, funds and specialized agencies of the United Nations system, including UNDP, the United Nations Population Fund (UNFPA), UN-Women and the United Nations Children's Fund (UNICEF). OHCHR participated in a number of workshops, including a workshop on the use of the international legal framework in humanitarian advocacy and, in March 2011, an expert meeting organized by the Department of Peacekeeping Operations at which a training package for peacekeepers on the protection of civilians was finalized.

29. Other initiatives to improve coordination in peacekeeping operations included the following: a joint OHCHR-Department of Political Affairs assessment of the integration of human rights into peace missions led by the Department; joint inter-agency coordination on policy, training and operational issues related to peace missions (Department of Peacekeeping Operations, Department of Political Affairs, Department of Field Support); a draft joint policy on human rights in peace operations (Department of Peacekeeping Operations, Department of Political Affairs); participation in the inter-agency security sector reform task force; and advice on mainstreaming human rights issues into activities of the International Strategy for Disaster Reduction. OHCHR also continues to be engaged at the global and country levels, through the rapid deployment of surge capacity from headquarters to assist OHCHR field-based protection clusters. OHCHR leads the protection cluster in a number of field locations, in coordination with the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Refugees (UNHCR) and UNICEF.

30. At the headquarters level, OHCHR participates in many interdepartmental and inter-agency discussions with regard to specific countries to ensure that human rights concerns are properly addressed.

31. Inter-agency coordination also resulted in the establishment of a multi-donor trust fund in early 2011, with mobilization of resources to begin in mid-2011; a framework for enhancing inter-agency work through the United Nations indigenous peoples' partnership, in collaboration with UNDP and the International Labour Organization (ILO); a joint workplan with the Office of the Special Adviser on Gender Issues and Advancement of Women; the development of indicators to measure the implementation of various Security Council resolutions;[4] the development of indicators in relation to the rule of law and indigenous peoples; a prominent role as a member of the Programme Consultative Group of the United Nations Democracy Fund; collaboration on non-communicable diseases and human rights with the

[4] See, in particular, resolutions 1325 (2000), 1820 (2008), 1888 (2009) and 1889 (2009).

World Health Organization (WHO); and on human rights and older persons with the Department of Economic and Social Affairs.

32. In relation to Security Council resolution 1888 (2009) on women and peace and security, OHCHR participates in a team of experts (Department of Peacekeeping Operations, UNDP), in close collaboration with UN-Women. Staff can be rapidly deployed to situations of particular concern with respect to sexual violence in armed conflict.

33. OHCHR continues to strengthen and institutionalize its collaboration with regional organizations. The Office engages in regular meetings with the Council of Europe, and the establishment of a regional office in Brussels in October 2009 significantly enhanced OHCHR relations with the European Union, both in Brussels and at the Fundamental Rights Agency in Vienna. More systematic exchanges have also been taking place with inter-American institutions in both Washington and the field, as well as with the African Union at all appropriate levels.

34. Joint fact sheets and publications have also been produced with United Nations partners, including the following: the right to adequate housing, with the United Nations Human Settlements Programme (UN-Habitat); urban indigenous peoples and migration (UN-Habitat); the right to adequate food (Food and Agriculture Organization of the United Nations (FAO)); the right to water (WHO, UN-Habitat); and a joint publication with UNDP entitled "Marginalized minorities in development programming" for the United Nations country teams, multilateral organizations, States and civil society.

35. The civil society section of OHCHR entered into discussions with non-governmental organizations in late 2009, to better understand their information needs. A communication strategy was developed, in consultation with non-governmental organizations, to improve dissemination of information and outreach relating to human rights. Improvements are foreseen in a new web page design, timely information sharing via an e-mail broadcast service, more briefings, increased accessibility of information, including through an audio handbook for civil society, leaflets to highlight the role of human rights mechanisms and better use of the media to reach a broader audience with OHCHR publications.

36. Roles and responsibilities of partners were also further clarified. Substantial progress was made on the negotiation of a revised and updated memorandum of understanding with UNDP. The United Nations High Commissioner and the UNDP Administrator established a joint task force at the Directors' level to revise and update the 1998 memorandum of understanding to strengthen the framework of development cooperation between the two organizations. OHCHR and the United Nations Educational, Scientific and Cultural Organization (UNESCO) are moving towards the adoption of a protocol to the existing memorandum of understanding between the two organizations. The protocol will identify concrete areas for cooperation and common actions, particularly in relation to the right to education and the right to culture.

37. Lastly, OHCHR concluded a partnership agreement with the International Organization of la Francophonie to strengthen cooperation and information sharing. The agreement included common concerns related to the struggle against racism, racial discrimination, xenophobia and related intolerance, the promotion of diversity, democratic governance, human rights education and women's and

children's rights, and initiatives to strengthen national human rights protection systems. Two seminars to strengthen regional processes and develop national action plans against racism and racial discrimination were convened in late 2009 in the context of that agreement.

E. Management challenges

38. Three recommendations in the OIOS report highlighted the need to improve internal coordination and communication and the identification and documentation of critical work processes. OIOS recognized substantial progress in the implementation of the three recommendations.

39. OHCHR agreed with the need to improve internal coordination, communication and work processes and has proceeded with the organizational effectiveness programme since 2010 to address those challenges. OHCHR has improved internal coordination, communication and intra-organizational procedures. The terms of reference for the senior management team have been streamlined, to simplify, clarify and speed up internal decision-making processes. A new system for ensuring the rapid approval of recommendations by the United Nations High Commissioner is in place, and a new tracking system to provide online access to documentation and senior management team decisions is operational. The senior management team held a retreat to work on increased office-wide coherence and team-building activities to enhance overall performance.

40. The new procedure allows for staff members to raise office-wide issues for discussion at the senior management team meetings. A staff advisory group has been established to channel to senior management staff concerns and recommendations on matters relating to the organizational effectiveness programme and to monitor progress against milestones. More regular updates and an online bulletin board have been available since March 2010.

41. Recommendations on further improving internal communication have been made to senior management, including further sharing of information through Intranet sites (field-based and headquarters), and improving technology and overall accessibility; increasing the use of virtual communications technology to facilitate conference calls; strengthening face-to-face communications; and centrally advertising regular meetings for easier access.

42. With regard to the identification and documentation of critical work processes, through the organizational effectiveness programme OHCHR has identified four critical areas to be streamlined with a view to making them more effective. Those areas include recruitment, strategic planning, mission preparation procedures and simplification of documentation clearances processes. Recommendations for the improvement of internal recruitment procedures are already under consideration for approval.

43. The strategic planning process has been simplified and streamlined. Results-based management is being pursued vigorously, and OHCHR continues to invest in building a culture of results across the Office. OHCHR is developing a new web-based performance monitoring system that supports evidence-based office-wide monitoring and reporting, and is currently piloting training modules for field presences.

III. Conclusion

44. OHCHR has made significant progress in addressing opportunities for improvements identified by the Office of Internal Oversight Services in its report on the efficiency of the implementation of the mandate of the Office of the United Nations High Commissioner for Human Rights. Nearly half of the recommendations have already been implemented, and there is substantial progress towards full implementation. This progress has been possible through broad collaboration efforts, both internally and externally. Interdependence on many human rights issues, compounded with increased demands on OHCHR, has required a great deal of flexibility and a pro-active approach to reach the current level of implementation. Regarding outstanding recommendations, the substantial progress made so far on all remaining recommendations is a strong indication that OHCHR will meet its implementation target date at the end of 2011.

Annex

Summary of recommendations and status of implementation

*Recommendations**	*Status: Implemented (8) In progress (11) (April 2011)*	*Necessary actions for full implementation*
1. Further sharpen the strategic focus of Office. In finalizing and implementing the strategic management plan for 2010-2011, OHCHR should identify organizational priorities and critical activities that will maximize its comparative advantages and lead to more efficient implementation of its mandate. Specifically, OHCHR should:		
(a) Identify fewer and more specific planned accomplishments	Implemented	—
(b) Continue to develop clear links among the strategic management plan, the strategic framework and the workplans for its divisions and field presences	In progress	⇨ Completion of users' training on the performance monitoring system
		⇨ Ongoing collection of inputs from new performance monitoring system
		⇨ Ongoing coaching on system development and adjustments to IT system
(c) Reassess the current allocation of resources across its divisions, including reviewing the balance of activities among field presences and between headquarters and the field	In progress	⇨ Completion of discussions on budget allocation process
(d) Consider ways of improving the monitoring and assessment of the human rights situation around the world in order to better inform its own strategic decisions	Implemented	—
2. Develop an overarching field strategy document. OHCHR should, in consultation with partners, develop an overarching field strategy document that takes into account individual field presence strategies, sets out specific objectives of its field operations and assigns priorities to its key field activities. Specifically, OHCHR should:		
(a) Conduct an assessment of the relative advantages and disadvantages of the various types of field presence, paying particular attention to the resource intensive and sometimes sensitive country office model	In progress	⇨ Completion of consultations to assess roles and capacities of different types of field presences

Recommendations[a]	*Status: Implemented (8) In progress (11) (April 2011)*	*Necessary actions for full implementation*
(b) Establish explicit entry and exit criteria	In progress	⇨ Completion of deployment strategy
(c) Provide support from headquarters sufficient to ensure consistency in the nature and content of the advice, resources, tools and information provided to and by staff in the field presences	In progress	⇨ Lessons drawn from the assessment of current field protection strategies ⇨ Completion of assessments of field presence roles and capacities
(d) Convey this strategy to partner organizations at both the field and headquarters levels to ensure that the objectives and methods of OHCHR field operations are well understood	In progress	⇨ Sustained sharing of field related policies with UNDG, UNDP, DPA, DPKO ⇨ Completion of field related policies
3. Improve the effectiveness of work with the human rights bodies. OHCHR should improve the effectiveness of its work with the human rights bodies by:		
(a) Supporting systematic reporting and follow-up of the recommendations made by the human rights bodies	In progress	⇨ Periodic updates of the HR Index with recommendations from the universal periodic review and other information from special procedures
(b) Establishing more effective linkages between the work of the human rights bodies and other areas of OHCHR, including the Field Operations and Technical Cooperation Division, and among the human rights bodies themselves	In progress	⇨ Completion of the evaluation on human rights mechanisms ⇨ Completion of the treaty body strengthening process
4. Further strengthen partnerships. OHCHR should further strengthen its partnerships by:		
(a) Specifying the objectives and modalities for its interactions with partners	Implemented	—
(b) Improving coordination with partners, including governmental entities, entities within the United Nations system and civil society organizations	Implemented	—
(c) Identifying durable links at the organizational level to support partnerships	Implemented	—
(d) Specifying strategies for enhancing mutual complementarities	Implemented	—

Recommendations[a]	*Status* *Implemented (I)* *In progress (II)* *(April 2011)*	*Necessary actions for full implementation*
(e) Clarifying roles and responsibilities for all partners	Implemented	—
(f) Re-establishing a memorandum of understanding with the United Nations Development Programme	Implemented	—
5. Improve internal coordination and communication. OHCHR should improve internal coordination and communication by:		
(a) Strengthening links across divisions and branches to ensure a coordinated approach to cross-cutting issues and to ensure that in-house expertise is used to maximum effect	In progress	⇨ Implementation of internal communication strategy ⇨ Identify coordination opportunities across divisions
(b) Enhancing the mechanisms for in-house communication and participation, including, but not limited to, the establishment of regular staff meetings	In progress	⇨ Implementation of internal communication strategy
6. Identify and document all critical work processes. OHCHR should identify all critical work processes that have not yet been documented and take steps to document them. Both headquarters and field presence work processes should be included in this effort and the documentation made available to all relevant staff	In progress	⇨ Completion of the review of work processes relating to country visits and missions; production and clearance of materials

Note: IT — information technology; UNDG — United Nations Development Group; UNDP — United Nations Development Programme; DPA — Department of Political Affairs; DPKO — Department of Peacekeeping Operations; HR Index — Universal Human Rights Index.

[a] See A/64/203 and Corr.1.